

# VMM-263



## COMMANDING OFFICER'S GUIDANCE AND POLICIES

**VMM-263 Mission:** *Support the MAGTF Commander by providing assault support transport of combat troops, supplies and equipment, day or night, under all weather conditions during expeditionary, joint, or combined operations*

**VMM-263 Mission Essential Tasks:**

- 1. Conduct Aviation Operations from Expeditionary Sea-Based Sites*
- 2. Conduct Aviation Operations from Expeditionary Shore-Based Sites*
- 3. Conduct Combat Assault Transport*
- 4. Conduct Air Delivery*
- 5. Conduct Aviation Support of Tactical Recovery of Aircraft and Personnel (TRAP)*
- 6. Conduct Air Evacuation*
- 7. Conduct Airborne Rapid Insertion and Extraction*



## VMM-263 COMMANDING OFFICER'S GUIDANCE AND POLICIES



Marines,

VMM-263 is a squadron with a long and distinguished history. It is my privilege to serve as your commanding officer. As we prepare for our next deployment, we will all have a role in the next chapter of that history. Know our mission, know your role and be ready.

I expect the following from each of you:

- 1) Take Care of Your Marines. All Marines in VMM-263 are leaders! Lead by setting the example and looking after one another. Make the effort to know your people. Challenge them to reach their personal best, help them up when they fall and reach out when they need a hand. When you see a fellow Marine about to make a mistake that will compromise our standard of personal conduct, intervene. Finally, we are all brothers and sisters in the profession of protecting our nation. I expect you to treat each other with dignity and mutual respect that you all have earned with the title "United States Marine".
- 2) Take Care of Your Family. Make time for your loved ones and keep them informed. Strive for healthy relationships with your immediate and extended family, to include parents. Once we deploy, there is no greater distraction to your mission than a family matter unresolved. Take the time to prepare your dependants emotionally, financially, and legally for your next deployment. There exists a wealth of resources available to you via the VMM-263 Family Readiness Officer. Use them!
- 3) Be a Professional. Know your job and be ready to do it. Continue to learn and become the leader in your MOS. Cherish our heritage as Marines and maintain the standards of discipline and conduct that is expected in our Corps. You, more so than anyone else, are responsible for your own health and welfare. Take leave, stay fit, have fun, and come to work ready to perform.

Semper Fidelis!

C.S. NELMS  
Commanding Officer

## **Commander's Intent**

**My intent: EXCELLENCE IN TRAINING = EXCELLENCE IN COMBAT.**

Operational Excellence is the ability to successfully and safely execute our mission essential tasks in accordance with established directives and policy. In order to achieve the highest level of "Operational Excellence", the Command will focus on three key areas: Readiness, Standards, and Managing Risk.

### **1. Readiness.**

- Family Readiness
- Aircraft Readiness
- Pre-deployment and Annual Ground Training Requirements
- Maintenance Training and Qualification
- Aircrew Training and Qualification

### **2. Standards.**

- Know the books, adhere to them
- No shortcuts to excellence
- Do things right the first time
- PME (Officer and Enlisted)
- Formal Schools (Officer and Enlisted)
- Physical Fitness
- Customs and Courtesies
- Professional Conduct - Marines 24/7 - On and off duty
- Accountability

### **3. Managing Risk**

- Know your people - on and off duty
- Empower Marines to identify hazards and take action
- Adherence to regulations
- Implement controls where necessary

## Commander's Philosophies

This Command Philosophy should serve as a guide to all of the Marines of this squadron as we go about our daily tasks in support of our mission.

**1. Honor, Courage. Commitment.** All Marines should understand these tenets of the Marines Corps.

***Honor** - The values that we as fellow Marines share and hold dear: our corps and country, our family, our squadron, our fellow Marines.*

***Courage** - The strength we draw upon to honorably act in the face of a challenge, fear or loss.*

***Commitment** - Our enduring resolve to maintain our honor in our daily duties, and to strive for a standard of excellence in everything we do. This resolve is the hallmark of great units.*

**2. We are a squadron preparing for combat.** All of our efforts in training are focused on success on the battlefield. Our TTPs and SOPs must be developed or altered, then implemented to that goal.

**3. Managing Risk.** No mission in training can justify the loss of a Marine's life or the loss of an airplane. Reducing risk makes sense!

**4) Planning and Communicating.** Great organizations know how to plan and communicate effectively. We will plan early and with detail, we will communicate across all levels. "What do I know, who have I told, who else needs to know?" should be the question after every meeting.

**5. Mentorship.** Know your Marines and help them to succeed. Take an interest in their personal lives and their professional development. Conduct PME formally and informally, and counsel them regularly and individually. Ensure that your subordinates are in turn mentoring their subordinates. None of this works without YOU setting the example!

**6. Personal Conduct - We are Marines 24/7.** Personal conduct, honor, and integrity do not get left behind as we drive off the base for liberty. Likewise, we are always accountable for our actions on or off duty.

**7. Drugs and Alcohol.** If you are old enough to drink, drink responsibly and realize you will always be held accountable for your actions. If you are under the age of 21, do not drink. If you are aware of Marines using illegal drugs and do not immediately report them you are an accomplice. If you use illegal drugs or misuse prescription drugs you will stand alone and ultimately be processed for separation.

**8. Discrimination, Harassment, and Hazing.** It has been said that we are brothers and sisters in the Marine Corps. Treat each other with respect and dignity. I will accept nothing less from any Marine.

**9. Bad News doesn't get better with time.** Notify the chain of command early of issues.

**10. Saying Yes.** We are a squadron that finds a way to say yes whenever it is possible. At all times, we will exhaust all options, carefully using our ORM tools, before saying no to tasking.

**11. Set the Example.** We set the example in all we do. Remember that your actions and personal example speak for themselves and are often louder than your words. Stay fit, perform to your best, and look after your fellow Marine.



## VMM-263 COMMANDING OFFICER SAFETY POLICY



### **SAFETY MUST NOT, AND WILL NOT BE SACRIFICED FOR EXPEDIENCY OR CONVENIENCE.**

This statement is equally true for flight operations, maintenance actions, and off duty conduct. As professionals in an inherently dangerous environment, we all have a duty to keep an eye out for the pitfalls of high tempo operations.

Every Marine and Sailor in VMM-263, regardless of rank, is a safety representative and is empowered to resolve safety concerns. Using the following principles we will accomplish the mission safely:

**Quality maintenance.** Do it the right way the first time. Maintenance is conducted by the book in every action. There are no shortcuts or cutting corners. The health of our aircraft, and the Marines that fly in them, depend on you to do the right thing.

**Professional Airmanship.** Aircrew will conduct each and every flight with discipline. Know your mission. Prepare, brief, and execute to the standards you have been taught.

**PPE.** Use proper PPE for all evolutions on or off duty.

**ORM.** Manage risk. Assess your environment for hazards and eliminate any unnecessary risk.

**Professionalism.** Break the chain of events that can lead to an accident before the accident occurs. Look out for one another and speak up when something is not right.

#### **Off Duty.**

- Obey the law. It exists to protect you.
- Use appropriate PPE for sports activities.
- Drink responsibly. Do not drink and drive.
- Maintain your vehicles/motorcycles and use them responsibly.
- Motorcycles - Be licensed, take the USMC safety courses, and wear PPE.
- Use common sense and apply the principles of ORM.

Preserving our aircraft and people is critical to mission accomplishment. My goal is zero significant personnel injuries and zero mishaps. Take care of our gear and most of all take care of each other - on and off duty.

C. S. NELMS  
Commanding



## VMM-263 COMMANDING OFFICER EQUAL OPPORTUNITY POLICY



Our mission requires a level of trust that is defined by mutual respect and dignity. You are responsible for maintaining this trust with your fellow Marines, regardless if they are subordinates, peers or leaders. **Every Marine will be held accountable when this trust is compromised.**

1. Equal respect will be shown regardless of rank, gender, color, national origin, age, religion or race. Inappropriate sexual behavior includes, but is not limited to: sexual jokes, crude or offensive behavior, remarks on appearance that are not related to maintaining a “professional military appearance”, sexual gestures or inappropriate use of body language, unwelcome sexual advances, requests (verbal or implied) for sexual favors, and other verbal or nonverbal conduct of a sexual nature, to include inappropriate use of electronic mail. Discriminatory behavior includes, but is not limited to, preferential or detrimental treatment based upon race, gender, religion, and/or color.
2. Any member of this command who practices or allows others to participate in discrimination or harassment will be subject to administrative and disciplinary action. Anyone who encounters acts of discrimination or harassment will take appropriate action. If the act is not criminal in nature, use of the Informal Resolution System (IRS) is encouraged. The IRS attempts to resolve allegations at the lowest level possible. The primary method of addressing formal complaints of discrimination, to include sexual harassment, is to Request Mass. Any member of this command who reports inappropriate actions through the chain of command is protected from reprisal by MCO 5041.1: Military Whistleblower Protection. Intentional false allegations of discrimination or harassment will not be tolerated as it undermines the principles of trust that this policy is based on.
3. Assistance is available through our Equal Opportunity Representative and through your chain of command. My door is always open.

Semper Fidelis!

C.S. NELMS  
Commanding Officer



# **VMM-263 COMMANDER'S CRITICAL INFORMATION REQUIREMENTS**

**(CCIR = NOTIFY THE CO)**

Anything that will generate a FLASH report.  
Any death or serious injury to a Marine or Sailor.  
Any death or serious injury to a dependant.  
Any missing Marine, (i.e. a Marine has missed muster and can not be located)  
Any aircraft mishap or damage to an aircraft.  
Any aircraft conducts a precautionary emergency landing.  
Any Request Mast.  
Any informal or formal sexual harassment / assault complaint(s).  
Any informal or formal racial discrimination complaints.  
Loss of any classified materials or weapons.  
Officer/SNCO DUI or potential misconduct.  
Any report of a Marine on UA status.  
Any involvement with Military Police or local Law Enforcement.  
Vehicle accident (Gov or rental).  
Any major damage is sustained to our hangar or workspaces.  
Any incident with the potential for media interest.  
Any occurrence that has the potential to generate general officer interest.  
Any incident that may require the generation of a report to CMC.  
Change to existing SORTS C-Rating.  
Aircraft Readiness is below 50%.  
Anytime that you are unsure, give the CO a call.

## **NEW CO'S HOTLIST**

**PRIORITY REVIEW** - The following areas will be evaluated within the first 30 days with subsequent training to the staff as required.

RED CROSS MESSAGE PROCEDURES

FLASH/OPREP PROCEDURES

CACO PROCEDURES

SUICIDE/ATTEMPTED SUICIDE PROCEDURES

EO COMPLAINT PROCEDURES

SEXUAL ASSAULT REPORT PROCEDURES

FAMILY READINESS COMMAND SURVEY

AIRCRAFT MISHAP AND AMB PROCEDURES

COMMAND SAFETY CLIMATE SURVEYS

CLASSIFIED MATERIAL COMPROMISE

FLIGHT SOP REVIEW